



Office of Unified Communications OUC (UC)

MISSION

The mission of the Office of Unified Communications (OUC) is to provide a fast, professional, and cost-effective response to 911 calls for public safety and 311 calls for city services in the District of Columbia. The OUC also provides centralized, District-wide coordination and management of public safety voice radio technology and other public safety wireless and data communication systems and resources.

SUMMARY OF SERVICES

The 911 Operations Division develops and enforces policy directives and standards regarding public safety communications. The 311 Operations Division processes city service requests and handles telephone reporting of specific crimes. The Technology Operations Division operates and maintains public safety voice radio technology and oversees all land and mobile radio systems tied to the response network. The Transcriptions Division provides audio transcribing for the District of Columbia Metropolitan Police Department (DCMPD), the District of Columbia Fire and Emergency Services (DCFEMS) and the 311 Operations Division. Agency Management administers programs supporting the call center and public safety communications. In addition, Agency Management oversees the employee performance management system, new employee training and in-service training for OUC personnel.

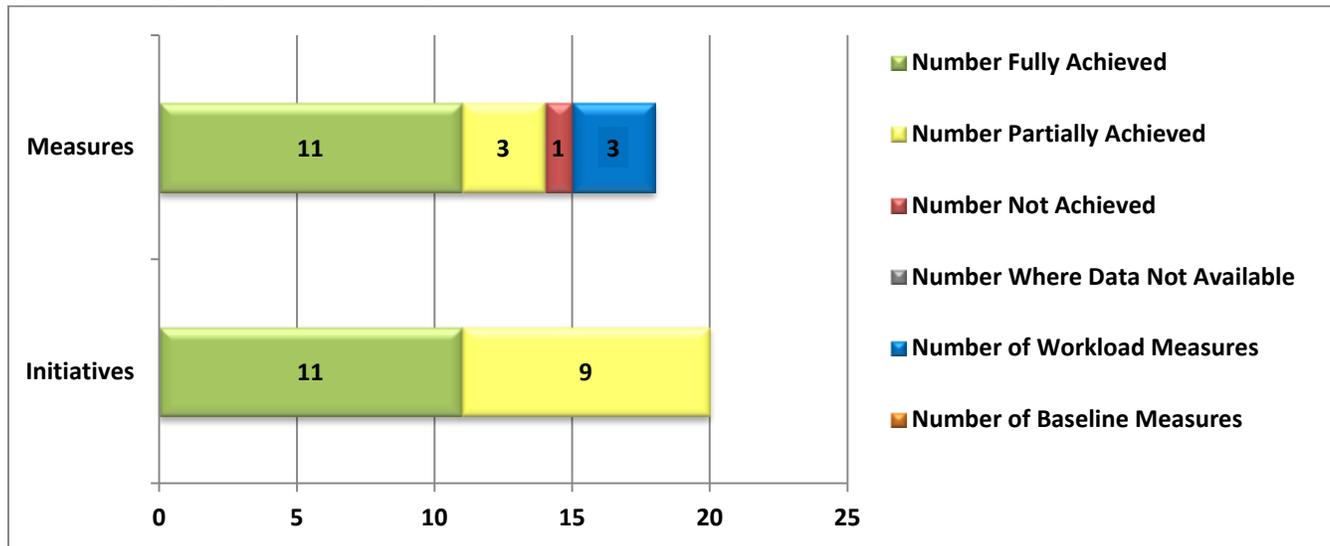
ACCOMPLISHMENTS

- ✓ 311 Call Back Assist Deployment
- ✓ NG911 Strategic Plan Development
- ✓ 12.5 Hour Shift Model Implementation

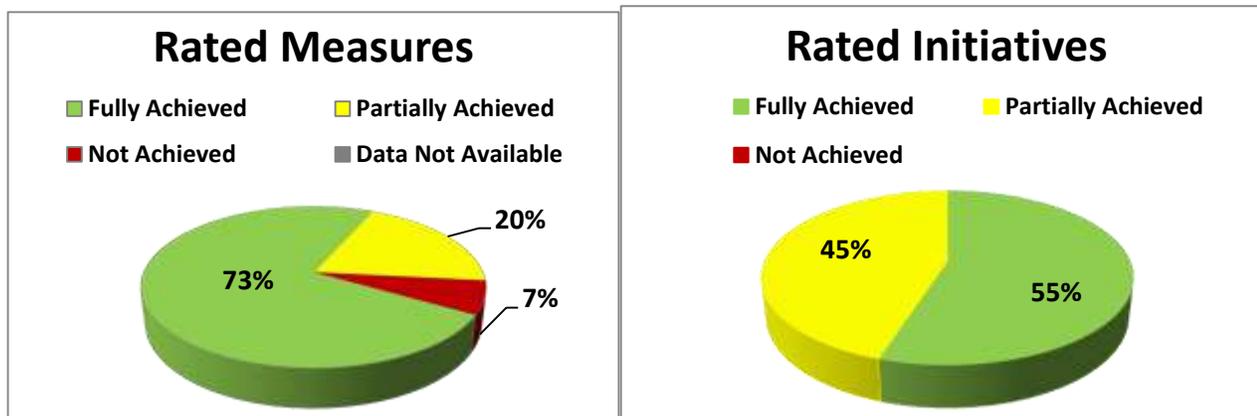


OVERVIEW AGENCY PERFORMANCE

TOTAL MEASURES AND INITIATIVES



RATED MEASURES AND INITIATIVES



Note: Workload and Baseline Measurements are not included

Default KPI Rating:	
$\geq 100\%$	Fully Achieved
75 - 99.99%	Partially Achieved
$< 75\%$	Not Achieved



Performance Initiatives – Assessment Details

Performance Assessment Key:

- Fully achieved ● Partially achieved ● Not achieved ● Data not reported

311 Operations Management

OBJECTIVE 1: Improve 311 service delivery to District residents by promoting the use of 311 services.

INITIATIVE 1.1: Establish a marketing campaign to underscore the benefits of using 311 Online.

Fully Achieved - In an effort to drive calls down from the Citywide Call Center (311), OUC successfully marketed the benefits of utilizing both 311 Online and the DC311 Smartphone App. To promote these two additional reporting tools, OUC relied heavily on social media, particularly Twitter where our followers doubled in FY13 to over 2300. This also promoted real time reporting of city issues that allowed OUC to troubleshoot solutions with our service partners, like DPW and DDOT. In addition, we continue to leverage established marketing resources such as the District's email banner announcements and the District Government homepage. In conjunction with the city's completed parking meter renumbering project, OUC continues to brand its customized 311 app by introducing it as a convenient avenue for reporting broken meters in the District, thus reducing call volume to the citywide call center.

INITIATIVE 1.2: Increase 311 call center services by integrating other District Government call centers into the 311 portfolio.

Fully Achieved - OUC partnered with OTR to review service request management processes and was fully supportive of their efforts to streamline tax related service requests. However, OTR ultimately decided not to utilize 311's electronic service request system during the 2012 tax season.

INITIATIVE 1.3: Interactive Voice Response System (IVR) Implementation.

Fully Achieved - The IVR was enhanced with new functionality including programs related to DMV, 311 Call Back Assist and Wait Time Messaging. 311 Call Back Assist is an automated call back assist feature that allows citizens the option to be called back during a less busy period of time for the 311 call center. This allows 311 Operations flexibility in managing busy periods and offers citizens an enhanced experience by not forcing them to wait in queue for an agent to be available. Wait Time Messaging provides an enhanced customer experience, in that it informs callers of expected wait times.

OBJECTIVE 2: Improve overall customer satisfaction of services received through the 311 Call Center by focusing on quality assurance and operational effectiveness activities.

INITIATIVE 2.1: The 311 Operation will enhance its current quality assurance practices by creating a formalized Quality Assurance Program.

Fully Achieved - Operations supervisors and team leads monitored employee performance on a regular basis and hosted feedback and counseling sessions as needed.

INITIATIVE 2.2: The 311 Operation will enhance its operational effectiveness by taking steps to identify, document and measure areas where improvement is needed.

Fully Achieved - The operation increased responsiveness to 81% of calls answered within 90 seconds. This was achieved using workforce management tools and enhancing the IVR system.



OBJECTIVE 3: Utilize workforce management tools to schedule and monitor employee productivity

INITIATIVE 3.1: Move employee scheduling function from paper-based to electronic.

- **Partially Achieved** - The system is fully implemented and all agency managers and staff have been trained on its use. Integration with PeopleSoft is still being investigated and enhancements are being made to accommodate the recent move to the 12.5 hour shift model.

911 Operations Division

OBJECTIVE 1: Resource realignment to promote efficient, professional and cost effective responses to 911 calls.

INITIATIVE 1.1: Utilize workforce management tools to schedule and monitor employee productivity.

- **Partially Achieved** - The system is fully implemented and all agency managers and staff have been trained on its use. Integration with PeopleSoft is still being investigated and enhancements are being made to accommodate the recent move to the 12.5 hour shift model.

INITIATIVE 1.2: Analyze historical performance data and trends to adjust operations shift model.

- **Fully Achieved** - The operations shift model has been modified based on reports from the agency's call management systems and software, as well as through analysis of workforce management reports. Industry best practices were also reviewed. Operations shifts were modified from 10 hours to 12.5 hours.

INITIATIVE 1.3: Hold employees accountable for performance based on results of issues identified in FY12 through the individual performance planning process.

- **Fully Achieved** - All supervisors and managers were trained to use the evaluation tools to provide proper employee evaluations. Each employee was given a performance plan and has been held accountable for their performance throughout FY13.

INITIATIVE 1.4: Market the availability of Smart911 in the District to support efforts to provide enhanced and more efficient dispatching

- **Fully Achieved** - Throughout FY13, OUC continued its collaboration with OCTO, using the Digital Inclusion Mobile Tech Lab, "Connect DC," to pursue community outreach efforts at various citywide events. The OUC also continued its major citywide media advertising campaign through WTOP, Channel 9, Metro, OCT, as well as several community papers, blogs and listservs. In addition, the agency partnered with Gallaudet University, the Office of Aging, and the Children's National Medical Center, as well as other agencies and groups to market the tool.

Agency Management

OBJECTIVE 1: Develop a quality workforce through employee development and training processes

INITIATIVE 1.1: Implement online training instruction for recertification and in-service training.

- **Partially Achieved** - During FY2013, significant progress was made to organize and formalize certification processes for the Emergency Operations Division. As a result, significant progress on efforts to ensure that police, fire and medical certifications remain current, were realized. All Emergency Division employees were either recertified or identified as needing additional training through this process. Plans to continue the educational enrichment of agency personnel will continue into FY2014.

OBJECTIVE 2: Enhance Administrative Services Unit's proficiency in providing human resources support for agency staff.

- **INITIATIVE 2.1: Establish and publish internal service level agreements related to Administrative Services processes.**



Partially Achieved - During FY2013, the Administrative Division implemented a number of quality assurance processes that enabled the agency to realize immediate improvement in payroll quality, leave administration and overall responsiveness to internal human resources requests. The Division also implemented enhancements within two major functional areas of the division to include FMLA and Discipline administration.

OBJECTIVE 3: Enhance and maintain a viable an internal risk management program.

INITIATIVE 3.1: Create and Update Emergency Response plans for the UCC and PSCC.

Partially Achieved - During FY2013, a draft Emergency Response Plan (ERP) for the PSCC was created.

- Finalization is pending receipt of floor Plans from the Department of General Services. A revised ERP for the UCC was submitted for review and approval. BERT team members and Floor Wardens were identified and trained at both locations.

INITIATIVE 3.2: Establish the Agency Risk Assessment and Control Committee (RACC), Building Emergency Response Team (BERT) and Safety Teams.

Partially Achieved - BERT and RACC team responsibilities were developed and communicated. The BERT team's activities will commence pending an approval of the submitted Emergency Response Plan (ERP) by the Office of Risk Management (ORM). RACC Committee activities will commence once membership and a proposed schedule is approved.

INITIATIVE 3.3: Update and establish policies and procedures for Vehicle Accountability as dictated by the Mayor's policy on fleet management.

- **Fully Achieved** - The agency fleet manager disseminated the District's policy on safe vehicle operation and managed the entire fleet activities portfolio, including maintenance and scheduling of vehicle use.

Technology Operations Division

OBJECTIVE 1: Enhance the District's emergency and non-emergency communications technology.

INITIATIVE 1.1: Phase 3 of the upgrade to the District's radio system.

- **Partially Achieved** - All MPD users have been fully migrated to the new P25 system, which allows radio level interoperability with NCR and Federal partner agencies. FEMS radio make and model selection has been completed. All FEMS mobile radios have been ordered and delivered. In FY14 all FEMS portable radios will be ordered and deployed.

INITIATIVE 1.2: Enhance the District's Mobile Data computing capabilities.

- **Fully Achieved** - The OUC has completed the design, testing, and validation of a secure high capacity mobile data computing backhaul. The backhaul includes the deployment of a secure private network with the wireless carrier, intrusion prevention systems, and firewalls. Through this initiative full testing and validation of the mobile VPN solution integrated with a mobile router for enhanced broadband mobile access for first responders was completed.

INITIATIVE 1.3: Deploy Emergency Call Tracking System.

- **Fully Achieved** - The ECATS system has been fully implemented. Auto generated scheduled reports and ad-hoc reports are being provided.

INITIATIVE 1.4: Upgrade 911/311 Telephony Workstations.

- **Partially Achieved** - During FY13, the agency evaluated replacement solutions that included the future reuse of equipment for next generation 911 (NG911). Replacement workstations were ordered and



delivered and installation is scheduled to take place in FY14.

Transcription Division

OBJECTIVE 1: Provide consistent support to our Federal and District partners to ensure quality information is transferred in a timely manner.

INITIATIVE 1.1: Maximize operational efficiency by leveraging full use an enhanced request management system.

- **Partially Achieved** - The vendor is in the process of updating the tracking resource database to incorporate recommendations provided by the OUC. System enhancements are scheduled to be completed by 10/31/13.



Performance Initiatives – Assessment Details

Performance Assessment Key:

● Fully achieved
 ● Partially achieved
 ● Not achieved
 ● Data not reported
 ● Workload Measure

	KPI	Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
911 Operation Division								
	1.1	Percent of 911 calls answered within 5 seconds	93.42%	97%		90.91%	93.72%	EMERGENCY OPERATIONS (911) DIVISION
	1.2	Percent of 911 Calls (wire line and wireless) Abandoned	2.83%	2.5%		2.96%	84.38%	EMERGENCY OPERATIONS (911) DIVISION
	1.3	Percent of Current Call Takers Trained and Active as Universal Call Takers (UCT)	91.46%	100%		89.87%	89.87%	EMERGENCY OPERATIONS (911) DIVISION
	1.4	Percent of Call Takers That are Conversationally Bi-Lingual	17.07%	20%		27.85%	139.24%	EMERGENCY OPERATIONS (911) DIVISION
	1.5	Percent of Days Minimum Staffing Levels are Met	100%	100%		100%	100%	EMERGENCY OPERATIONS (911) DIVISION
	1.6	Percent of 911 Calls in Which Queue Time is 90 Seconds or Less	42.22%	80%		24.67%	30.84%	EMERGENCY OPERATIONS (911) DIVISION
	1.7	Total number of inbound 911 calls	1,435,330	No Target Required		1,368,582	Workload Measure Not Rated	EMERGENCY OPERATIONS (911) DIVISION
311 Operations Management								
	2.1	Percent of 311 Calls Answered Within 90 Seconds	77%	75%		81.60%	108.79%	NON-EMERGENCY OPERATIONS (311) DIVISION
	2.2	Percent of 311 Calls Abandoned	8.5%	8%		6.09%	131.36%	NON-EMERGENCY OPERATIONS (311) DIVISION



		Measure Name	FY 2012 YE Actual	FY 2013 YE Target	FY 2013 YE Revised Target	FY 2013 YE Actual	FY 2013 YE Rating	Budget Program
Technology Operations Division								
●	1.1	Percent of Time Radio System is Available	100%	99.95%		100%	100.05%	TECHNOLOGY OPERATIONS DIVISION
●	1.2	Percent of Time 911/311 Telephony System is Available	100%	99.95%		100%	100.05%	TECHNOLOGY OPERATIONS DIVISION
●	1.3	Percent of Time Computer Aided Dispatch (CAD) System is Available	100%	99.95%		99.96%	100.01%	TECHNOLOGY OPERATIONS DIVISION
●	1.4	Total number of inbound 311 calls	1,477,951	No Target Required		1,272,290	Workload Measure Not Rated	NON-EMERGENCY OPERATIONS (311) DIVISION
●	1.5	Total number of service requests entered into CSR by 311 call takers	317,332	No Target Required		164,427	Workload Measure Not Rated	NON-EMERGENCY OPERATIONS (311) DIVISION
Transcription								
●	1.1	Percent of Time FOIA Requests are Completed Within Legislated Timeline	100%	100%		100%	100%	TRANSCRIPTION & QUALITY DIVISION
●	1.2	Percent of Time Assistant United States Attorney Packages Completed Within Mandated Timeline	100%	100%		100%	100%	TRANSCRIPTION & QUALITY DIVISION
●	1.3	Percent of Attorney General Packages Completed Within Mandated Timeline	100%	100%		100%	100%	TRANSCRIPTION & QUALITY DIVISION
●	1.4	Percent of Internal Investigation Complaints Completed Within 72hrs	100%	100%		100%	100%	TRANSCRIPTION & QUALITY DIVISION